

**ECONOMIC DEVELOPMENT AGENCY  
SUMMARY**

<b><u>GENERAL FUND</u></b>	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Net County Cost</u></b>	<b><u>Staffing</u></b>
ECONOMIC DEVELOPMENT AGENCY	108				
ECONOMIC DEVELOPMENT SUMMARY					
ECONOMIC DEVELOPMENT	109	3,513,630	155,000	3,358,630	11
TOTAL GENERAL FUND		<u>3,513,630</u>	<u>155,000</u>	<u>3,358,630</u>	<u>11</u>
	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Use of (Contribution to) Fund Balance</u></b>	<b><u>Staffing</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	114	37,479,790	15,723,679	21,756,111	24
WORKFORCE DEVELOPMENT	121	23,357,452	25,036,113	(1,678,661)	106
TOTAL SPECIAL REVENUE		<u>60,837,242</u>	<u>40,759,792</u>	<u>20,077,450</u>	<u>130</u>
	<b><u>Page #</u></b>	<b><u>Requirements</u></b>	<b><u>Sources</u></b>	<b><u>Use of (Contribution to) Fund Balance</u></b>	<b><u>Staffing</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>					
ECONOMIC DEVELOPMENT					
COMMUNITY DEVELOPMENT AND HOUSING	114	22,665,261	56,600	22,608,661	0
TOTAL SPECIAL REVENUE		<u>22,665,261</u>	<u>56,600</u>	<u>22,608,661</u>	<u>0</u>



## ECONOMIC DEVELOPMENT AGENCY

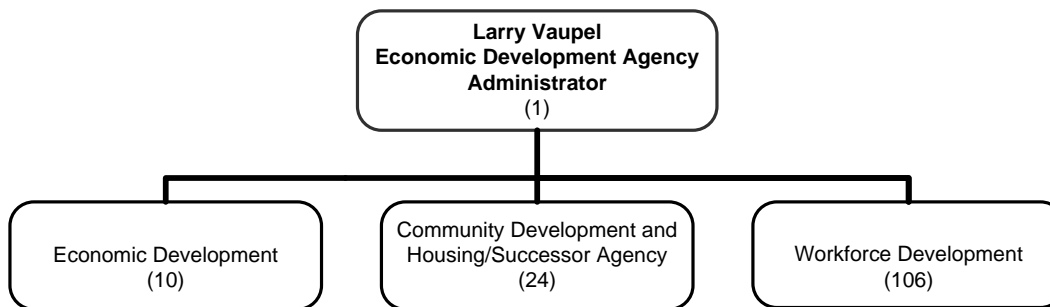
### Larry Vaupel

#### DEPARTMENT MISSION STATEMENT

*The Economic Development Agency's mission is to create, maintain, and grow the economic value of San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

2015-16						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Economic Development	3,513,630	155,000	3,358,630			11
Total General Fund	3,513,630	155,000	3,358,630			11
<b>Special Revenue Funds</b>						
Community Development and Housing	37,479,790	15,723,679		21,756,111		24
Workforce Development	23,357,452	25,036,113		(1,678,661)		106
Total Special Revenue Funds	60,837,242	40,759,792		20,077,450		130
<b>Capital Project Fund</b>						
Community Development and Housing	22,665,261	56,600		22,608,661		0
Total Capital Project Fund	22,665,261	56,600		22,608,661		0
<b>Other Agencies</b>						
Economic and Community Development Corp	42	0		42		0
County Industrial Development Authority	56,513	150		56,363		0
Total Other Agencies	56,555	150		56,405		0
<b>Total - All Funds</b>	<b>87,072,688</b>	<b>40,971,542</b>	<b>3,358,630</b>	<b>42,742,516</b>	<b>0</b>	<b>141</b>



## ECONOMIC DEVELOPMENT

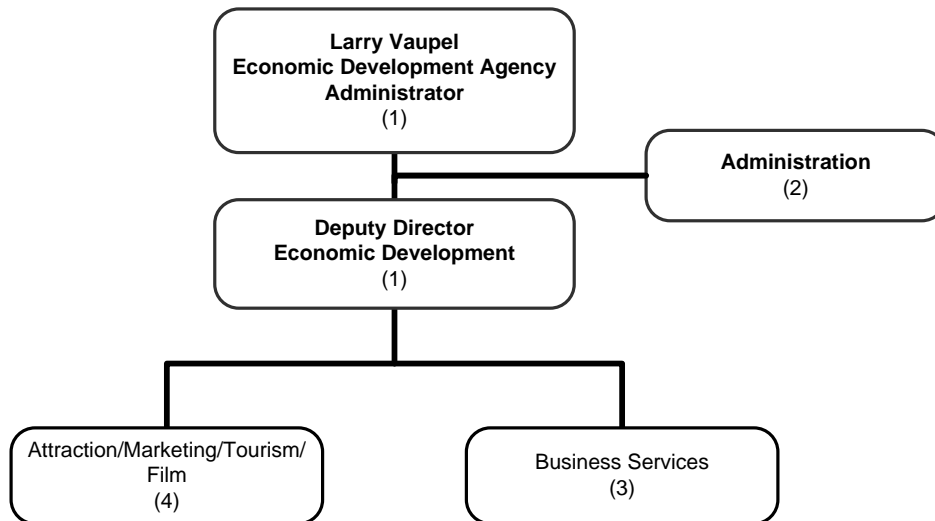
Larry Vaupel

### DEPARTMENT MISSION STATEMENT

*The Department of Economic Development fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The Department creates strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Economic Development	3,513,630	155,000	3,358,630			11
Total General Fund	3,513,630	155,000	3,358,630			11
<b>Total - All Funds</b>	3,513,630	155,000	3,358,630	0	0	11

### 2014-15 MAJOR ACCOMPLISHMENTS

- Launched an updated Economic Development website.
- Provided direct Countywide economic development assistance to more than 450 businesses and organizations located in or interested in San Bernardino County.
- Produced State of the County event where 1,100 business and community leaders attended.



- Engaged local organizations for feedback on issues related to South Coast Air Quality Management District's overall economic impact on the region.
- Hosted the first County of San Bernardino sponsored Tourism Summit focusing on strategies to promote tourism in the mountain and desert areas – to an audience of nearly 100 attendees.
- Recognized by National Association of Counties (NACO) and Public Relations Society of America (PRSA) for the State of the County 2014 program.
- Co-hosted Industrial Asset Management Council spring forum bringing 500 attendees including 100 corporate end users.
- Created a new Tourism website and branding campaign, California Outdoor Playground.
- Hosted a tourism fan tour, resulting in national media coverage in Sunset Magazine.
- Partnered with the City of Ontario, Chaffey College, the Small Business Association and Centers for International Trade Development to host 4 export training workshops.
- Generated more than \$12.5 million in local sales and use tax over the last 3 fiscal years.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of jobs resulting from County Economic Development attraction and expansion efforts.	N/A	1,500	1,923	1,650
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The Department invests in marketing services to generate private investment and foster job creation as well as develop strong regional and national business relationships.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of business contacts reached through County Economic Development efforts.	N/A	900	1,960	2,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The Department's attraction efforts increase awareness of Countywide programs and opportunities in order to meet the needs of clients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of assists, such as research, demographic and site information and site tours, by County Economic Development staff.	N/A	1,500	867	1,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The Department supports the brokerage community and County entities by providing research, demographic and site information and coordinating site tours.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Percentage change in target market awareness of County tourism and destinations.	N/A	4%	TBD	3%
STRATEGY	The Department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.					



## Economic Development

### DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance County revenues through the implementation of a Countywide economic development strategy. The strategy focuses on maximizing the standard of living of the County's residents, providing economic opportunities for the County's businesses, fostering a competitive environment and positioning the County as a highly competitive region for business opportunities. The strategy emphasizes industry sectors with high-growth potential and that offer skilled, high paying jobs.

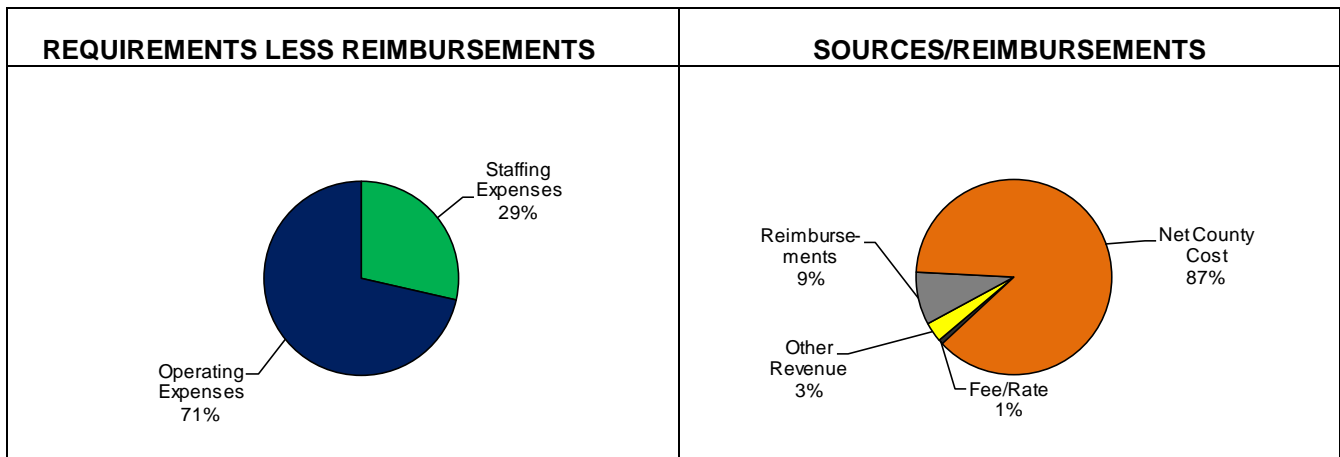
Budget at a Glance	
Requirements Less Reimbursements	\$3,849,920
Sources/Reimbursements	\$491,290
Net County Cost	\$3,358,630
Total Staff	11
Funded by Net County Cost	87%

The Department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The Department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to County cities and economic development stakeholders.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
DEPARTMENT: Economic Development  
FUND: General

BUDGET UNIT: AAA EDF  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,566,706	1,597,262	1,582,904	1,369,670	1,463,370	1,100,148	(363,222)
Operating Expenses	2,035,867	1,709,465	1,537,979	1,845,801	2,515,144	2,749,772	234,628
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,602,573	3,306,727	3,120,883	3,215,471	3,978,514	3,849,920	(128,594)
Reimbursements	(904,657)	(917,374)	(873,311)	(346,667)	(400,976)	(336,290)	64,686
Total Appropriation	2,697,916	2,389,353	2,247,572	2,868,804	3,577,538	3,513,630	(63,908)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,697,916	2,389,353	2,247,572	2,868,804	3,577,538	3,513,630	(63,908)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	33,786	37,663	35,686	30,000	30,000	30,000	0
Other Revenue	116,000	165,307	150,000	125,000	125,000	125,000	0
Total Revenue	149,786	202,970	185,686	155,000	155,000	155,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	149,786	202,970	185,686	155,000	155,000	155,000	0
Net County Cost	2,548,130	2,186,383	2,061,886	2,713,804	3,422,538	3,358,630	(63,908)
Budgeted Staffing*	16	15	13	10	10	11	1

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$2.7 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism), travel, and internal transfers out (County Counsel charges, Facilities, etc.).

Reimbursements of \$336,290 represent the cost allocation to other Agency departments for Economic Development Agency staff.

Departmental revenue of \$155,000 represents registration fees and sponsorships for the State of the County event planned for the spring of 2016.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$63,908 primarily due to the elimination of one-time retirement and termination costs.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Reorgs	2015-16 Recommended	Limited	Regular
Economic Development Agency	3	0	0	0	3	0	3
Economic Development	7	1	0	0	8	1	7
Total	10	1	0	0	11	1	10

\*Detailed classification listing available in Appendix D



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.1 million fund 11 budgeted positions of which 10 are regular positions and 1 is limited term. The department is adding 1 Public Service Employee position to support the summer internship program in partnership with Cal State San Bernardino and other institutions. Human Resources reviewed various positions in the department. In the final review of the agencies reorganization, 1 filled Executive Secretary III position was reclassified to an Executive Secretary II.



## COMMUNITY DEVELOPMENT AND HOUSING

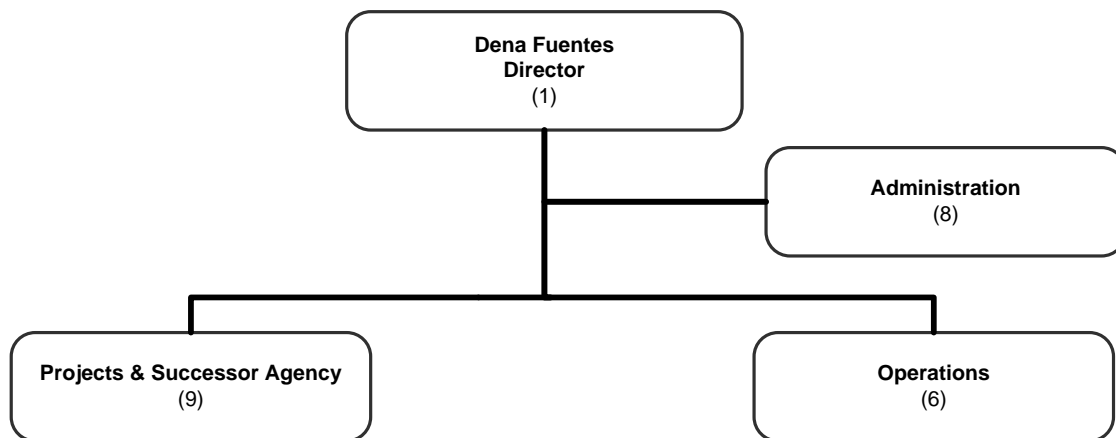
### Dena Fuentes

#### DEPARTMENT MISSION STATEMENT

*The mission of the Community Development and Housing department is to better people's lives and the communities they live in by strategically Investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>Special Revenue Funds</b>					
Community Development and Housing	37,479,790	15,723,679		21,756,111	24
Total Special Revenue Funds	37,479,790	15,723,679		21,756,111	24
<b>Capital Project Funds</b>					
Community Development and Housing	22,665,261	56,600		22,608,661	0
Total Capital Project Funds	22,665,261	56,600		22,608,661	0
<b>Total - All Funds</b>	60,145,051	15,780,279	0	44,364,772	24

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Commenced construction of Bloomington development which includes 106 affordable housing units and a new Bloomington Branch Library. Total project cost is \$34.2 million, including County investment of \$16.5 million.
- Invested Federal Community Development Block Grant (CDBG) program funds, in partnership with 12 cooperating cities, to accomplish the following: constructed or improved 15 public facilities; initiated or completed 22 infrastructure projects; completed 3,600 code enforcement inspections; demolished 2 substandard properties; and Graffiti Abatement programs restored 8,400 properties.





- Invested an additional \$2.3 million of CDBG Program Income Funds towards the construction of Needles Fire Station and Bloomington Library to enhance community services.
- Provided Fair Housing and Tenant Landlord counseling to 3,800 individuals and utilized the Emergency Solutions Grant (ESG) funds to assist 1,200 households. ESG program goals were modified to work in concert with the Department of Behavioral Health Shelter+Care program to assist families in finding long-term housing.
- Invested \$3.7 million of HOME Investment Partnership Act Grant (HOME) funds which captured \$12.1 million of additional investment to commence construction of the 50 unit Horizons Affordable Senior Housing in the City of Yucaipa.
- Completed rehabilitation of 160 affordable housing units known as Mountain Breeze Villas Apartments in the City of Highland. The \$950,000 of County HOME funds leveraged a total investment of \$19.9 million.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in oversee the wind down of former Redevelopment Agencies and to obtain additional revenue.
- Executed agreements to invest \$4.3 million of unobligated tax allocation bonds to the County Special District Department for water and road improvement projects in the Cedar Glen community to help the area recover and begin to rebuild.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Audit findings per Federal audit conducted.	0	0	5	0
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Meet Federal requirement that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	Yes	Yes	Yes	Yes
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of Federal Housing Grant funds spent by County.	100%	100%	93%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Activities (such as direct mail, email campaigns and events) informing constituents of foreclosure prevention events and programs.	72	50	41	45
STRATEGY	Continue to work with cities, housing counseling agencies, government entities and lenders to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Unique page views on the County and JPA websites, which provide foreclosure prevention information to homeowners within the County.	12,294	6,000	2,593	2,500
STRATEGY	Continue to work with cities, housing counseling agencies, government entities and lenders to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Active organizations in the Affordable Housing Collaborative.	124	124	152	160
STRATEGY	Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events and programs completed by the Affordable Housing Collaborative.	3	6	6	6
STRATEGY	Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.					



## Community Development and Housing

### DESCRIPTION OF MAJOR SERVICES

Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities.

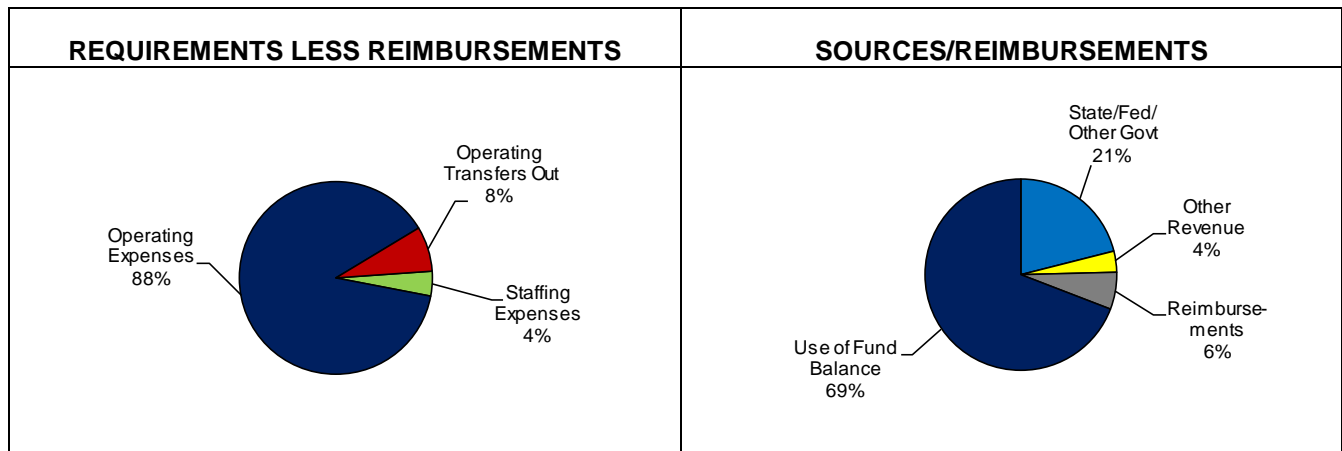
#### Budget at a Glance

Requirements Less Reimbursements	\$64,169,397
Sources/Reimbursements	\$19,804,625
Use of/ (Contribution to) Fund Balance	\$44,364,772
Total Staff	24

As part of its efforts to reduce foreclosures and stabilize neighborhoods within the County, in 2012, CDH implemented a Homeownership Protection program to inform homeowners of state and local foreclosure prevention resources. Through a dedicated website, email distribution and social media advertising, the Program provides information on local foreclosure prevention events, financial coaching, home repair workshops, and homebuyer resources for residents as well.

Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
 DEPARTMENT: Community Development and Housing  
 FUND: Community Development and Housing

BUDGET UNIT: Various  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,872,920	1,796,203	2,132,778	2,337,630	2,698,685	2,659,788	(38,897)
Operating Expenses	29,004,275	25,151,669	14,791,082	19,510,010	68,997,014	56,672,331	(12,324,683)
Capital Expenditures	2,285,449	362,157	1,389,791	0	0	0	0
Total Exp Authority	33,162,644	27,310,029	18,313,651	21,847,640	71,695,699	59,332,119	(12,363,580)
Reimbursements	(1,913,666)	(5,683,921)	(3,019,955)	(3,784,136)	(4,386,759)	(4,024,346)	362,413
Total Appropriation	31,248,978	21,626,108	15,293,696	18,063,504	67,308,940	55,307,773	(12,001,167)
Operating Transfers Out	3,823,296	3,997,373	1,327,983	6,543,864	7,910,914	4,837,278	(3,073,636)
Total Requirements	35,072,274	25,623,481	16,621,679	24,607,368	75,219,854	60,145,051	(15,074,803)
<b>Sources</b>							
Taxes	1,153,330	0	23,410	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	29,251,744	18,371,307	11,947,976	10,086,460	16,709,559	13,496,259	(3,213,300)
Fee/Rate	13,603	2,048	32,482	1,175	0	0	0
Other Revenue	3,046,400	16,327,544	1,820,052	25,530,501	25,527,355	2,134,020	(23,393,335)
Total Revenue	33,465,077	34,700,899	13,823,920	35,618,136	42,236,914	15,630,279	(26,606,635)
Operating Transfers In	320,852	650,425	824,276	200,000	200,000	150,000	(50,000)
Total Financing Sources	33,785,929	35,351,324	14,648,196	35,818,136	42,436,914	15,780,279	(26,656,635)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	1,286,345	(9,727,843)	1,973,483	(11,210,768)	32,782,940	44,364,772	11,581,832
Available Reserves					371,064	0	(371,064)
Total Fund Balance					33,154,004	44,364,772	11,210,768
Budgeted Staffing*	26	18	21	24	24	24	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Total Special Revenue Funds	37,479,790	15,723,679	21,756,111	0	24
Total Capital Project Funds	22,665,261	56,600	22,608,661	0	0
<b>Total - All Funds</b>	<b>60,145,051</b>	<b>15,780,279</b>	<b>44,364,772</b>	<b>0</b>	<b>24</b>



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Total requirements of \$60.1 million primarily consist of operating expenses related to infrastructure construction projects and community development programs which include \$18.9 million for infrastructure improvements in the areas surrounding San Sevaire and Cedar Glen communities.

Sources of \$15.8 million are primarily related to Federal grant revenue of \$10.9 million. These grants include the Emergency Solutions Grant, HOME Grant and CDBG Grant that includes low-moderate housing services and CDBG activities.

The 2015-16 Operating Transfer In amount of \$150,000 reflects a transfer of Discretionary General Funding from the General Fund for costs to manage the Countywide oversight of the cities' Redevelopment Agency dissolution.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$15.1 million as a result of decreased expenditures related to fund one-time housing projects, such as Bloomington (\$10.2 million) and Cedar Glen (\$4.3 million), which are not being funded at the same levels in 2015-16.

Sources are decreasing by \$26.7 million primarily due to the one-time transfer in of \$23.0 million in redevelopment bond funds from the Successor Agency to CDH in 2014-15. In 2014-15 the Department of Finance approved the transfer of redevelopment bond funds from the Successor Agency to CDH. Of these monies \$4.3 million was used in 2014-15 and the remaining \$18.7 million is available for projects that comply with the covenants of these bonds.

Federal funding is expected to decrease by \$3.2 million due to a change in budgeting practice regarding HOME Grant revenues. For 2015-16 the budgeted amount includes only those projects that are currently expected to be funded, rather than including the entire grant amount as was done in 2014-15. As additional HOME projects are identified an increase in Federal revenues will be requested on a quarterly budget report.

## ANALYSIS OF FUND BALANCE

All use of Fund Balance is for one-time expenditures. Some of these expenditures include infrastructure improvements, housing assistance and the purchase of a new automated system to track Federal expenditures and receipts. The majority of departmental fund balance represents monies received in the last two years from the dissolution of redevelopment agencies, representing bond and housing funds. The Fund Balance also includes revenues from sales of property and repayment of HUD loans. As these funds are expended on projects departmental appropriation requests will be reduced.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	10	1	-2	0	9	0	9
Projects & Successor Agency	7	2	-1	1	9	3	6
Operations	7	0	0	-1	6	1	5
Total	24	3	-3	0	24	4	20

\*Detailed classification listing available in Appendix D



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 20 are regular positions and 4 are limited term positions. Three positions were deleted (Public Service Employee, Contract Housing Project Manager II and Executive Secretary II) and three positions were added (Secretary II and 2 Contract Housing Project Manager II). One position was reorganized internal to the department by moving a Contract Housing Analyst position from the Operations Division to the Projects and Successor Agency Division.



## DEPARTMENT OF WORKFORCE DEVELOPMENT

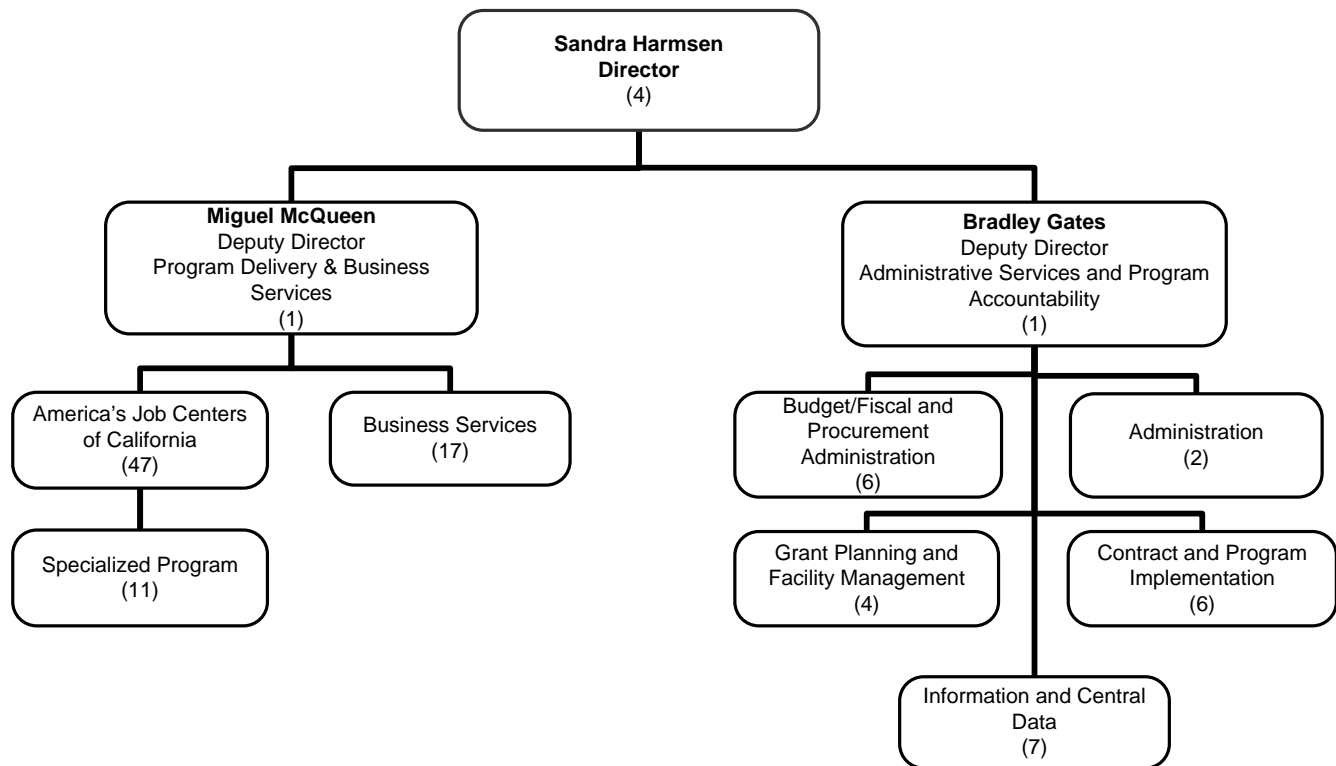
Sandra Harmsen

### DEPARTMENT MISSION STATEMENT

*The Department of Workforce Development serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
Workforce Development	23,357,452	25,036,113		(1,678,661)		106
Total Special Revenue Funds	23,357,452	25,036,113		(1,678,661)		106
<b>Total - All Funds</b>	23,357,452	25,036,113	0	(1,678,661)	0	106



## 2014-15 MAJOR ACCOMPLISHMENTS

- Met or exceeded all Federal and State performance measures under the Workforce Investment Act.
- Provided over 13,000 intensive employment services to customers, including career counseling, skills and aptitude assessment and supportive services.
- Hosted 198 business recruitments to fill over 3,500 jobs.
- Provided Rapid Response services to assist 1,019 individuals affected by layoffs.
- Served 500 at-risk youth with job readiness training, work experience and education services.
- Partnered with the Transitional Assistance Department on the CalWORKs Youth Employment Program, which provided over 800 low-income youth with paid work experience.
- Served over 150 youth in the At-Like program, a collaborative with Riverside and Imperial Counties serving disconnected youth with educational and occupational training opportunities.
- Contracted with the California Department of Corrections and Rehabilitation to hire 4 Workforce Development Specialists to prepare individuals for employment after release from prison.
- Received a Job-Driven National Emergency Grant from the State of California, which will be used to provide training for up to 500 dislocated workers in San Bernardino and Riverside Counties.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	America's Job Center of California visits.	48,130	40,500	50,000	50,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Operate the County's three America's Job Centers of California. Service levels (Resource Room, Intensive Services, Training) provided are determined by each participating customer.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Meet Federal and State mandated performance measures for customers enrolled in the following intensive services, as reported by the State in the current year:				
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Entered Employment	Yes	Yes	Yes	Yes
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.	Average Wage	Yes	Yes	Yes	Yes
		Job Retention	Yes	Yes	Yes	Yes





## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Customers who choose to enroll in intensive services.	N/A	5,000	5,000	5,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Customers receiving training services.	1,611	1,350	1,350	1,600
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Train customers to gain employment in the in-demand occupations in San Bernardino County.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Focus on training and employment for the unemployed and under-employed, developing a more highly-educated and trained workforce.	Customers receiving employer-based On-the-Job training services.	259	200	210	280
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Provide employer-based On-the-Job Training opportunities for unemployed and long-term unemployed customers.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Business visits.	8,039	7,600	7,600	7,600
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Retain County businesses through proactive outreach to identify and resolve business concerns.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Business Assessment Surveys performed (1st time visits).	2,217	2,250	2,250	2,300
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Provide the business community with resources that help them grow.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Businesses served through workshop and consulting services.	760	300	388	420
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Assist employers by providing customized recruiting services to fill their vacant positions.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Businesses served through layoff aversion consulting services.	28	30	15	20
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Jobs retained through layoff aversion consulting services.	499	500	250	320
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	At-risk youth enrolled.	549	540	540	520
STRATEGY	Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	At-risk youth placed in employment.	174	360	360	345
STRATEGY	Provide work experience opportunities for at-risk youth.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree.	283	280	280	270
STRATEGY	Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.					



## Workforce Development

### DESCRIPTION OF MAJOR SERVICES

The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, youth and businesses on behalf of the Workforce Investment Board (WIB). The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

#### Budget at a Glance

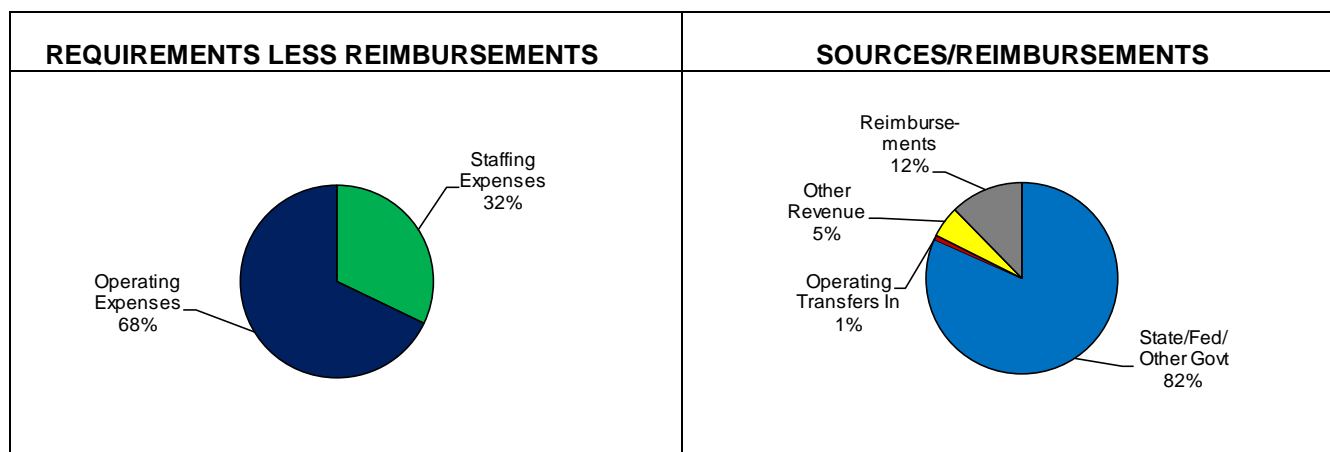
Requirements Less Reimbursements	\$26,867,251
Sources/Reimbursements	\$28,545,912
Use of/ (Contribution to) Fund Balance**	(\$1,678,661)
Total Staff	106

WDD was funded primarily by the federal Workforce Investment Act (WIA), and beginning July 1, 2015, will be funded by the Workforce Innovation and Opportunity Act (WIOA). WIOA requires that job seeking customers be provided with access to employment services through the America's Job Centers of California (AJCC) system. WDD operates AJCCs in each of the County's three major population centers: the West Valley, East Valley and High Desert. Services provided to all customers include, job search, resource referrals, job readiness workshops, and access to computers and internet, printers, copiers, telephone and fax machines. Customers may also choose to receive more intensive services including, career counseling, skill and aptitude assessments, job placement, resume and interview technique building, and occupational training.

WDD also operates a Business Services Unit which serves the local business community to support the retention of jobs and maintain employment opportunities for customers who utilize AJCC services. The Department assists businesses through customized recruitments, job referrals, incumbent worker and On-the-Job training programs, business workshops and business consulting. Through serving the business community, WDD seeks to promote a thriving job market that provides the employment opportunities County residents need for self-sufficiency.

The WIOA Youth Program provides at-risk youth, aged 14-24, with opportunities that redirect youth from a path of dependency to a path of self-reliance. Through contracted service providers, youth customers receive paid work experience, occupational training and leadership development, supportive services, counseling and mentoring, and remedial education services that lead to attainment of a GED or High School diploma. Through these efforts, WDD is working to support the vision of developing a skilled workforce that attracts employers who provide the jobs that create countywide prosperity.

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
DEPARTMENT: Workforce Development  
FUND: Workforce Development Fund (WIA/WIOA)

BUDGET UNIT: SAC JOB  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	7,352,095	7,959,401	6,872,047	6,690,911	8,519,990	8,616,618	96,628
Operating Expenses	15,310,596	12,240,152	11,159,658	14,561,746	17,433,789	18,200,633	766,844
Capital Expenditures	14,485	0	0	0	0	50,000	50,000
Total Exp Authority	22,677,176	20,199,553	18,031,705	21,252,657	25,953,779	26,867,251	913,472
Reimbursements	(2,203,014)	(254,623)	(817,940)	(3,138,860)	(3,408,301)	(3,509,799)	(101,498)
Total Appropriation	20,474,162	19,944,930	17,213,765	18,113,797	22,545,478	23,357,452	811,974
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	20,474,162	19,944,930	17,213,765	18,113,797	22,545,478	23,357,452	811,974
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	19,953,256	19,304,004	15,023,397	17,408,797	21,318,121	23,310,601	1,992,480
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	460,456	811,383	1,251,124	1,051,303	1,806,645	1,513,658	(292,987)
Total Revenue	20,413,712	20,115,387	16,274,521	18,460,100	23,124,766	24,824,259	1,699,493
Operating Transfers In	0	0	0	182,000	182,000	211,854	29,854
Total Financing Sources	20,413,712	20,115,387	16,274,521	18,642,100	23,306,766	25,036,113	1,729,347
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	60,450	(170,457)	939,244	(528,303)	(761,288)	(1,678,661)	(917,373)
Available Reserves					524,803	1,970,479	1,445,676
Total Fund Balance					(236,485)	291,818	528,303
Budgeted Staffing*	114	122	104	105	105	106	1

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$18.2 million include costs associated with the department's three America's Job Centers of California such as rent; computers/hardware/software and office supplies; staff travel and training costs; professional services; insurance; and vehicle usage. Operating expenses also include \$13.9 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting and workshops.

Reimbursements of \$3.5 million represent payments from other departments for program services provided through various Memorandums of Understanding.

Departmental revenue of \$25.0 million represents funding the Department receives from various state and federal grants, primarily from the federal Workforce Investment Act of 1998 and Workforce Innovation and Opportunity Act of 2014 (WIOA), as well as Operating Transfers In.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The department expects revenues from WIOA to remain at a relatively consistent level of \$21.3 million as in the prior fiscal year. The Department did receive a revenue agreement for \$2.2 million from the California Workforce Investment Board to provide occupational training services for approximately 500 residents of San Bernardino and Riverside Counties. As a result of this revenue agreement, total requirements are increasing by \$811,974 to provide the occupational training services.



## ANALYSIS OF FUND BALANCE

The department expects to have a contribution to Fund Balance of \$1.7 million. The majority of the increase in departmental Fund Balance represents monies expected to be received from WIOA that will be expended over a two-year period. This allows for the funding of follow-up services to be provided to job-seekers and program participants in the period after their job training has completed, providing a successful transition into the workforce.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Executive Office	5	1	-2	0	4	0	4
Administrative Services	26	0	0	0	26	0	26
Program Delivery and Business Outreach	74	2	0	0	76	11	65
Total	105	3	-2	0	106	11	95

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.6 million fund 106 budgeted positions, of which 95 are regular positions and 11 are limited term positions.

For 2015-16, the Department deleted 1 extra help position and 1 WIB Aide position, as well as added 2 Contract Workforce Development Specialist Positions and 1 Executive Secretary II.





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